

11 JUN 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : James N. Glerum
Director of Personnel

SUBJECT : Personnel Planning

REFERENCES : A. Memorandum from D/Pers to DDCI, dtd 4 May 1981,
Same Subject (ER 81-1139)
B. Memorandum from DDCI to D/Pers, dtd 12 May 1981,
Same Subject (ER 81-1139/1)

1. Action Requested: Paragraph 4 of this memorandum contains a recommendation for your approval.

2. Background: At the 15 April Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report have outlived their utility and should be discontinued in their present form. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. At our request (Reference A) you provided additional guidance in Reference B on your approach to personnel planning.

3. Staff Position:

a. Attachment A is a proposal for a personnel planning system developed by my Staff in conjunction with the Executive Committee Staff. The planning system is also presented in schematic format (Attachment B), and there is a devised example (Attachment C) illustrating how the system would operate.

b. The proposed personnel planning system was developed to meet the following criteria:

° Maximum managerial involvement both in issue identification and resolution.

° Assessment of issues in order to determine if the issue is valid for Agency-wide attention.

° Staff studies to flush out the best and most practical means to address issues.

° Accountability as to the priority of the issue and the achievement time frame for resolution.

° Providing the option to follow the whole planning cycle or to exclude parts of the cycle.

° Reviewing attainment levels to reconfirm, add or delete areas to be monitored.

c. If you approve this personnel planning system, there are a number of issues that I believe need to be addressed. Primary among these issues are the following:

° Compensation. My Office is preparing a concept paper proposing a compensation system different from the General Schedule which I believe will increase employee morale and place the Agency in a better competitive position to attract and retain good people.

° Appraisal. There is a need to reexamine our performance appraisal system to make it more meaningful and useful.

° Mobility and Relocation. The Agency needs to constantly examine its policies in order to encourage employees to accept field assignments.

4. Recommendation: It is recommended that you approve the personnel planning system as detailed in Attachment A.

[Redacted Signature Box]

James N. Glerum

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Attachments (3)

APPROVED:

Deputy Director of Central Intelligence

Date

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